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REPORT OF THE EXECUTIVE BOARD OF THE UNITED NATIONS CHILDREN'S FUND ON THE WORK OF ITS FIRST REGULAR SESSION OF 1995

(1-3 AND 6 FEBRUARY 1995)*

* The present document is a mimeographed version of the report of the Executive Board of the United Nations Children's Fund on its first regular session (1-3 and 6 February 1995). The reports of the second regular session (20-23 March 1995), annual session (22-26 May 1995), and third regular session (18-22 September 1995) will be issued as parts II, III and IV, respectively. The reports will be combined and issued in final form as Official Records of the Economic and Social Council, 1995, Supplement No. 13 (E/1995/33/Rev.1-E/ICEF/1995/9/Rev.1).

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I. ORGANIZATION OF THE SESSION

A. Tribute to James P. Grant

1. The President opened the session by asking for a moment of silence in memory of James P. Grant, the former Executive Director of UNICEF, who had died of cancer on 28 January at the age of 72. Mr. Grant had served as Executive Director, with the rank of Under-Secretary-General, for 15 years until his resignation, because of ill health, on 23 January 1995.

2. Quoting a statement issued by the Secretary-General following Mr. Grant's death, the President said that "there are hundreds of millions of children in the developing world who may never know the name of James P. Grant, but whose survival, health, growth and education have benefited, practically and measurably, from his extraordinary efforts on their behalf". The President went on to say that the reach and impact of Mr. Grant's leadership were immeasurable, adding that "through his commitment, vision and dedication, the world was made aware of both 'silent' and 'loud' emergencies as UNICEF, dedicated to the survival, protection and development of children and women, responded".

3. Representatives of more than 40 delegations and United Nations agencies paid tribute to Mr. Grant for his passion, vision, leadership and enormous dedication to the cause of children and women. Many conveyed personal messages of condolence from their heads of State or Government to Mr. Grant's family and to the larger UNICEF family. Many speakers cited the World Summit for Children as his greatest success, and many recognized his role in the drafting and ratification of the Convention on the Rights of the Child. The respect and support accorded UNICEF, it was said, were attributable to the force of his personality. His vision and ideas had an enormous impact on domestic policies in both developing and industrialized countries, according to many of the speakers.

4. The Acting Executive Director said "Jim's greatest wish was that the ship of UNICEF continue to move full steam ahead". Mr. Grant's death, he said, "was the beginning of new challenges for all of us, to ensure that UNICEF maintains its momentum, strength and commitment".

B. Opening of the session

5. The President announced that the Secretary-General had designated Dr. Richard Jolly, Deputy Executive Director, Programmes, as Acting Executive Director until the appointment of a new Executive Director. He had met with the Secretary-General to discuss the process of consultation on the appointment and said that the Secretary-General wanted to ensure a thorough consultation process with all members of the Executive Board.

6. On behalf of the Executive Board, the President expressed his condolences to the Government and people of Japan in the wake of the devastating earthquake that had recently struck the city of Kobe, leaving some 5,000 dead, more than 25,000 injured and some 300,000 people homeless. The representative of Japan replied that his Government very much appreciated the many expressions of sympathy and the relief assistance that had been offered from countries around the world.

7. The President said that his election was a tribute to his country, and that Lebanon was very proud to be the first country from the Arab region to occupy that position. Lebanon was on track to achieve the mid-decade goals and had almost achieved them. The Government's national programme of action was being implemented at an accelerated pace. He urged all Governments to demonstrate their commitment to children and to UNICEF by supporting the organization's efforts. (See E/ICEF/1995/CRP.7 for the full text of his remarks.)

8. The Acting Executive Director announced that Mr. Kul Gautam, Director of the Programme Division, would also serve as Acting Deputy Executive Director, Programmes.

9. The Acting Executive Director said that there were two major priorities for UNICEF in 1995: continuing strong support for country programmes, with particular focus on achieving the mid-decade goals in as many countries as possible; and strengthening management, accountability, cost-effectiveness and transparency in UNICEF, using the recently completed management study as a guide and spur to action. He added that achieving the 1995 targets would pave the way towards meeting the broader goals for the year 2000, and expressed the hope that all Governments could unite to carry forward that agenda of practical and specific actions. (See E/ICEF/1995/CRP.8/Rev.1 for the full text of his remarks.)

C. Election of officers

10. The officers of the Executive Board for the period 1 January-31 December 1995 were elected as follows:

President: H.E. Ambassador Khalil MAKKAWI (Lebanon)

Vice-Presidents: Mr. Petru DUMITRIU (Romania)
Mrs. Irma E. KLEIN-LOEMBAN TOBING (Suriname)
Mr. Lennarth HJELMAKER (Sweden)
Mme Awa OUEDRAGO (Burkina Faso)

D. Adoption of the agenda

11. The agenda of the session, as contained in document E/ICEF/1995/2 and Corr.1, was adopted. The agenda contained the following items:

Item 1: Opening of the session: remarks by the President and the Executive Director

Item 2: Adoption of the provisional agenda

Item 3: Management review of UNICEF

Item 4: Follow-up to the multi-donor evaluation of UNICEF

Item 5: Emergency operations

Item 6: Improving the consideration and approval process of country programme recommendations

Item 7: Follow-up on conference facilities at the premises of UNICEF headquarters

Item 8: Mechanisms for the review and implementation of future recommendations of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (JCHP) and the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education (JCE)

Item 9: Annual reports to the Economic and Social Council

Item 10: Report on the identification of a location for the establishment of "a regional presence" in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

Item 11: Coordination of UNICEF activities concerning human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS)

Item 12: Election of Executive Board representatives to the UNESCO/UNICEF Joint Committee on Education for the biennium 1995-1996

Item 13: 1995 UNICEF Maurice Pate Award

Item 14: Adoption of decisions

Item 15: Other business

Item 16: Concluding statements by the Executive Director and the President

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Management review of UNICEF

12. The Executive Board had before it the executive summary of the management review of UNICEF conducted by the firm of Booz·Allen and Hamilton (E/ICEF/1995/AB/L.1). The President informed delegations that in addition, all Executive Board members and interested observer delegations had received copies of the full study in English. The report had been submitted to the Advisory Committee on Administrative and Budgetary Questions, which would report back to the Executive Board later in the year.

13. The Acting Executive Director said that no decisions would be taken until the Executive Board had given its comments on the study. The secretariat's first reactions were strongly and broadly positive. There were some factual inaccuracies presented, but overall the report and its recommendations would benefit UNICEF and challenge management to do its job better. The secretariat was committed to making the review and implementation of the study a participatory process. To date, there had been an internal review, first at headquarters and then with the regional directors. Copies of the study had been distributed to the Global Staff Association (GSA) and to all field offices. Following the present session, the regional directors and the executive staff would conduct an in-depth study of the review to develop a comprehensive, strategic implementation plan. An implementation task force would be created, headed by one of the current regional directors. Mr. Jay Berry, who had coordinated the preparation of the report for Booz·Allen and Hamilton, had agreed to serve as adviser during 1995. Both management and staff would devote a major amount of time to this process. In addition, the Executive Board might wish to establish an open-ended working group composed of representatives of the secretariat and the Board.

14. One decision that already had been taken, he said, was to link the review and presentation of programme budgets of country offices with their administrative and programme support budgets, beginning in 1996. This would increase transparency and safeguard country programmes throughout their five-year cycles.

15. Mr. Berry introduced the management review and made a slide presentation. More than 1,000 people had participated in the project, in addition to the members of the Executive Board's open-ended working group on follow-up to the multi-donor evaluation, the "Delphi Panel" group of experts and the specialized workshops convened as part of the review. The review contained more than 80 recommendations, which proposed some 150 specific actions.

16. The recommendations covered the following areas:

(a) Leadership and structure, including the establishment of a post of Associate Executive Director and a Field Management Group, as well as new reporting relationships for human resources, Greeting Card and related Operations (GCO) and Supply Division, and changes in the regional offices;

(b) A review of the UNICEF emergency mission, information resources management (IRM), programme priorities and the need for greater priority to the relationship with National Committees for UNICEF;

(c) Processes in a number of areas, including a massive priority to human resources; the need for new harmony in planning for global goals and their relationship to country programmes; a logistic redesign of supply operations and accounting, marketing and customer service in GCO and Supply Division; the cost-effectiveness of information activities in the Division of Information; and governance issues.

17. There was a need for prioritization, he said, because the sheer number of recommendations could result in some confusion. It was important, he added, that the Board understand the challenge of implementing change in large complex organizations. The process should not be simplified because this would be a significant disruption of past behaviour. At a moment when UNICEF had lost a charismatic leader and staff were on the verge of great change, there was a need for discipline, sensitivity and timing. Success would mean that all intended performance improvements would take place, be implemented on time and according to budget. The costs of failure would be tremendous: time, resources and money would be lost; improvements would not be realized; organizational performance would suffer; and there would be a new wave of cynicism among already depressed staff. Therefore, the process of change would have to be managed well the first time around. UNICEF should continue to focus on its goals during the change process.

18. Delegations were nearly unanimous in complementing both Mr. Berry and Booz·Allen and Hamilton for the quality and extensiveness of the management review. Many speakers also expressed appreciation to the secretariat for its cooperation with the consultants, its open-mindedness towards the study and for the opening remarks made by the Acting Executive Director. Delegations agreed with Mr. Berry that UNICEF needed to focus on its mission during the period of implementation, and not exclusively on change. Many delegations agreed that UNICEF had been enormously successful to date and should retain its unique identity and mission within the United Nations system. It was said that the challenge during the process would be to preserve and develop what was best in UNICEF, including its staff. Several delegations suggested that implementation of the management review be linked to follow-up activities to the multi-donor evaluation and to other reforms of the United Nations, including discussions about financing of operational activities for development.

19. Most delegations said that at the present session, the Executive Board should focus not on the substance of the recommendations, but on formulating a process and strategy for implementation. One speaker said that the review was not a blueprint for action. Proposals and a time-frame for implementation were needed, and UNICEF management should have the primary responsibility for carrying them out. It was suggested that the secretariat begin by providing recommendations on how it would proceed, classifying recommendations as to those which could be implemented by the secretariat without Board approval, those which would require further study and those which would require approval by the Board. Other delegations suggested that the Board and secretariat differentiate between recommendations with implications for the next biennial budget and those that could be followed up at later date. One speaker stressed that while the Board and secretariat should avoid acting hastily, they should reach agreement and implement the necessary recommendations with all due speed, also taking into account when the new Executive Director might be appointed.

20. One speaker said that her Government's development agency had completed a painful and difficult reorganization during the past five years. The lessons learned could be useful to UNICEF. It was important to assign a senior person to manage the process, who must be an excellent manager, be trusted by others

and be able to begin work as soon as possible. Senior management would have to be consistently and continuously behind the process. There must be transparency, both within and outside the organization, as well as bottom-up participation, perhaps through workshops or focus groups. Because there would be no second chance, the organization must press forward as fast as possible, pushing limits. The Acting Executive Director said that one of the regional directors had been appointed to manage the process.

21. Many speakers agreed with the recommendation that UNICEF prepare an updated mission statement, and that a mission statement on emergency operations be prepared as well. One delegation said that the Convention on the Rights of the Child should be the framework for UNICEF action, but the management study was not clear on that point. The speaker suggested using a speech made by the former Executive Director to the Third Committee as a reference. Another delegation said that the dual mission of UNICEF, as a global advocate and caring local agency, must be maintained. With regard to emergency operations, one delegation said that UNICEF needed to improve cooperation with other United Nations agencies, especially given the limited resources available to UNICEF. One speaker said that the review took for granted certain attitudes, including the projected downward trend in funding. It was necessary to consider the perspective of recipient as well as donor countries.

22. One delegation expressed concern that the new organizational structure proposed by the review seemed to be top heavy. Some of the recommendations leaned too much in that direction, although the organization needed to be trimmed at headquarters.

23. One delegation said it was critical that UNICEF reforms be in line with those put forward for the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the World Food Programme (WFP) and other agencies. For example, at its third regular session of 1994, the Executive Board had discussed using budget formats similar to those of other agencies; the secretariat should work in the Administrative Committee on Coordination and with other agencies to ensure that UNICEF proposals were in line with those of other bodies.

24. A large number of speakers expressed concern about the review's conclusions on the low state of staff morale and the need for improvements in human resources development. Delegations also said that priority should be given to IRM and financial accountability. A number of speakers said that it was extremely important to improve accountability and transparency at all levels. The importance of transparency and reform of financial practices was stressed by several speakers. The secretariat agreed with the need for priority action on human resources, and indeed, in 1994, had begun to address that area. More work needed to be done on financial systems and IRM, probably with external help.

25. One speaker said that more work was needed on the aspects of the report which had cost and/or procedural implications. The Board would need to know what were the potential costs or savings, as well as what barriers to reform existed in the United Nations system. Although the secretariat would have to supply accurate information so the Board could make decisions, the review said that the secretariat did not know how much its activities cost. This was a fundamental priority for the Board and the secretariat, and was at the very heart of transparency and accountability.

26. The secretariat replied that UNICEF already had begun to examine the links between the administrative and programme support budgets of country offices and

the country programme budgets. The secretariat would like to review all countries with funding recommendations coming to the Executive Board in 1996 and include in each a budget containing all programme support and administrative costs for the period of the country programme. This process would take a few years to complete and would have to be refined, but to date the response from field offices had been enthusiastic.

27. Concerning the proposals for GCO and private sector fund-raising, several delegations, in addition to the representative of the Standing Group of National Committees for UNICEF, said that the Committees must be involved in such discussions. The representative of the Standing Group highlighted the importance of the National Committees in UNICEF fund-raising and advocacy, but said they were dismayed by their non-inclusion in the study. Mr. Berry said that the consultants had the highest respect for and appreciation of the role of the National Committees, and would press for clarification, transparency and accountability in their relationship to UNICEF.

28. Several speakers stressed the importance of field operations. Many delegations agreed that while global goals were important, they must take into account national circumstances. Speakers stressed the need for flexibility in setting global targets. Other speakers said that it was important that UNICEF representatives and regional directors be given more authority and freedom of action, and that a correct balance be found between headquarters and field offices. Such actions would eliminate much red tape and inefficiency. There was a need for a clearer delineation between the work of the regional offices and of the Programme Division's geographic desks at headquarters, with more decentralization to the field. Concerning the proposal to establish a field management group, one speaker asked if there had been a similar grouping in the past which had been abolished.

29. The secretariat replied that the current proposal on the field structure was much more complex than what had existed in the past. Previously, Programme Division had been divided into two sections, one for Field Services and one for Programme Development and Planning. That arrangement had been changed because of inadequate coordination between the two sections, although the Executive Board had questioned whether Programme Division should be as large as it was. Mr. Berry added that delegations were correct to pose questions about a top-heavy structure. However, one of the most urgent calls from the Executive Board was for a thoughtful application of the rules of accountability, and for years no one had been accountable for the field offices. The Executive Director had been seen as the immediate supervisor of all representatives and regional directors, but this had not been possible in practical terms. The proposed field management group would combine regional and country offices with supply and emergency operations so that one individual could assume accountability for them. As for cost-effectiveness, the implicit savings would compensate for changes in staffing.

30. One delegation said that the review did not provide any in-depth information on field-level programme activities and also lacked focus on issues related to the cost-effectiveness of programmes. The review did not address cost-outcome issues, programme planning or resource allocation.

31. One speaker said that in line with the study's finding that the International Child Development Centre was an underexploited resource, UNICEF should clarify the Centre's mission and objectives. The same delegation said that the recommendations on the external relations functions were important

given the high level of public trust enjoyed by UNICEF. The review overemphasized information activities and neglected advocacy.

32. Several speakers agreed with the review's conclusions about the need to improve UNICEF coordination and collaboration with other agencies and, particularly, with non-governmental organizations (NGOs). Collaboration with NGOs, especially at the field level, was cited as necessary for increasing coverage and sustainability of activities. One delegation said that UNICEF should develop systems to work with NGOs not only in advocacy but also in programme implementation, especially concerning the protection of vulnerable children. NGOs should be critical partners in the elaboration of the new mission statement. A representative of the NGO Committee on UNICEF said that the NGOs in consultative status with UNICEF concurred strongly with the study's recommendations on NGOs. The NGO Committee would be willing to work with the Board and secretariat to help establish the modalities for NGO involvement with UNICEF.

33. Several speakers addressed the relationship between the secretariat and the Executive Board, with some stressing that the Board should not try to micromanage the secretariat during the implementation process. Rather, the Board should focus on policy guidance. One delegation said that the relationship between the secretariat and the Board should be improved and that there should be greater transparency between the two. It also was suggested that the Board itself undertake some introspection.

34. Some speakers suggested that the secretariat should formulate proposals on how to implement the study and that the Executive Board should establish an open-ended working group to assist in this process. One delegation said that any committee established should have clear terms of reference and access to all necessary information. Other delegations said that while there should be close and regular consultation between the secretariat and the Board, informal exchanges of views might be more appropriate at present. One delegation stressed, however, that it must be the Executive Board that would hold any substantial dialogue and make final decisions. However, it was suggested that in some areas the secretariat could move ahead and inform the Board of actions taken. Many delegations stressed the importance of full participation by staff, management and the Executive Board in the process. A number of delegations said that the secretariat should implement all micro-oriented recommendations itself, without Board involvement.

35. In response to several queries as to the composition of the Delphi Panel, and why it did not include representatives from certain regions, Mr. Berry said that experts and distinguished persons from all regions had been asked to participate. If the exercise were to be repeated in the future, as he had suggested, he hoped that there would be wider participation.

36. Addressing the Executive Board, the GSA President said that the study had done well in identifying staff concerns. It was the non-negotiable stance of GSA that staff had to be involved in determining the nature of the changes to be implemented. One of the major problems highlighted by the study was low staff morale. Morale had been diminished by the staff's perception of being alienated from decision-making processes, being asked to accept change rather than be a part of it and being governed by a management culture that circumvented rather than supported policies that had been put in place to ensure fairness. He added that implementation of the study must not detract from the basic work of UNICEF and that staff would support the Board in its decisions on the implementation process. (See E/ICEF/1995/CRP.13 for the full text of his remarks.)

37. See decision 1995/7 for the text of the decision adopted by the Executive Board.

Administrative and programme support budget for the period 1996-1997 in the context of implementation of the management review

38. The Deputy Executive Director, Operations, introduced a recommendation by the secretariat (E/ICEF/1995/AB/L.3 and Corr.1) that the preparation of the administrative and programme support budget and global funds budgets for the 1996-1997 biennium be suspended pending the outcome of Executive Board deliberations on implementation of the management review. She said that the 1994-1995 budgets would be used as baseline budgets for the next biennium, with no net additions or upgrading of posts, except for the new regional office for Central and Eastern Europe and Central Asia.

39. One delegation proposed amending the recommendation so that it would refer to the regional presence for "Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States", as specified by the Executive Board in decision 1994/R.2/9 (E/ICEF/1994/13). The Deputy Executive Director said that the secretariat would not object to the change in wording, with the understanding that it would remain the prerogative of the Executive Director to decide on the exact composition of the region.

40. The Executive Board decided to approve the amended recommendation, which specified that in preparing the proposed budget for the new regional office, the secretariat would take into account comments made by delegations during the present session. (See decision 1995/6 for the text of the decision adopted by the Executive Board.)

B. Follow-up to the multi-donor evaluation of UNICEF

41. The Executive Board had before it two reports prepared by the secretariat (E/ICEF/1995/6 and E/ICEF/1995/CRP.5), which were introduced by the Acting Deputy Executive Director, Programmes. He said that both documents should make clear that the findings and recommendations of the multi-donor evaluation were being fully internalized in the work of UNICEF.

42. One delegation said that the reports should have discussed the consequences of the evaluation for the work of UNICEF in terms of concrete examples of changes in activities. For example, what changes would be needed to ensure capacity-building, what issues were reflected in the revision of the Policy and Procedures Manual, or what were the challenges reflected in ensuring the strategic mix called for in the evaluation? The strategy promised for inclusion in the next medium-term plan should provide a clear direction on the priorities accorded to the specific strategies related to needed change. This should be followed by an implementation plan, as well as a simplified budget covering all activities, with a structure related to that of the medium-term plan. The results must be reflected in progress reports from country programmes and perhaps in annual reports. All of these points illustrated the linkages between good strategic documents, good reports and evaluations, and well-chosen methods for Board interaction with management. Another speaker said that a general strategy document was essential for the Board to be an effective governing body focusing on major policy and strategic issues.

43. One delegation said that it still was important to make clear the strategic choices made at the country level on the mix of the four strategies highlighted

by the evaluation. In addition, service delivery, as defined in the reports, must take place in the field so that it would lead to capacity-building. Another speaker said that there should be more specific analysis of the impact of programmes and that service delivery should be phased out in favour of capacity-building, except in poorer countries. It was suggested that the Convention on the Rights of the Child should be used as a framework to put more emphasis on capacity-building and empowerment to promote the well-being of children. Several speakers said that the evaluation's implications for staffing should be addressed, including how country office teams might be organized in future so as to be less sectoral. Other speakers said that while the main focus must be at the country level, global, regional, national and local implications also should be considered.

44. A number of delegations stressed the importance of the links between the multi-donor evaluation and the management study. However, one speaker said that because there was still more work to be done on follow-up to the evaluation, more attention should be paid to further elaboration of follow-up recommendations. Another delegation said that as part of both processes, there should be an important link with the preparation of country programmes.

45. The secretariat agreed with the importance of reflecting the mix and choice of strategies in the country programmes. This was reflected increasingly in the country programming process and in relevant programme documents. However, the country programme recommendations (CPRs) presented to the Executive Board were by necessity abbreviated documents. More detailed discussions of the strategic choices made were found in such other documents as the master plan of operations. Regarding the appropriateness of service delivery as a strategy in higher-income countries, all four strategic elements continued to be relevant in all contexts, with differing emphases.

C. Emergency operations

46. The Executive Board had before it a report on emergency operations (E/ICEF/1995/5), which was introduced by the Acting Executive Director. He said that civil conflicts continued to intensify around the world, placing increasing demands on the international community and on UNICEF.

47. Many delegations focused on the management study recommendation that UNICEF develop a mission statement for its role in emergencies. Some speakers said that the mission statement should define the role of UNICEF in the context of the overall humanitarian system, based on the agreed strategy framework for collaboration with other agencies and building on the organization's strengths. One delegation said that UNICEF should not try to do everything itself and should work with NGOs and the private sector in some areas of activity. A number of speakers said that UNICEF should continue to focus its activities on children, on children's rights and on preserving its humanitarian mandate and flexibility. Other delegations said that UNICEF must develop the capacity to meet the special needs of unaccompanied children and child soldiers, and to focus on such related areas as psycho-social care and water supply and sanitation. One delegation expressed appreciation for the unique ability of UNICEF to act quickly to address urgent needs.

48. The secretariat supported the call for the preparation of a mission statement and asked for an indication of when it should be prepared. The comparative advantage of UNICEF was its ability to operate rapidly and flexibly on behalf of children. The secretariat also emphasized the importance of

advocacy in such areas as monitoring and improving the nutritional status of children. Urban water supply increasingly was posing problems for children, and UNICEF must know how to work in this area. UNICEF needed to increase its knowledge of and capacity to care for unaccompanied children as well as to improve links with partners working in this area. The country programming approach was a strength of UNICEF.

49. Several delegations said that the report was more descriptive than analytical and called for more analytical reports that emphasized objectives and output. One speaker said that UNICEF needed to develop a strategic framework to guide its emergency interventions vis-à-vis those of other agencies. UNICEF should avoid responding in an ad hoc manner and instead work to improve the overall United Nations response. The secretariat agreed to prepare a strategy paper on emergencies and said that each of the sectoral policy papers being presented to the Board in 1995 would contain a discussion of strategies applicable in different situations, including emergencies.

50. One delegation emphasized the importance of UNICEF cooperating with an ongoing evaluation of emergency operations in Rwanda and called for an evaluation of activities in Haiti. Other speakers requested a more systematic reporting system for emergency operations. One delegation said that evaluations should focus on strengths and shortfalls in emergency operations. The secretariat replied that the key strategies recommended by the evaluation had been incorporated into UNICEF emergency training programmes. UNICEF was participating in the Rwanda evaluation and had held extensive in-house evaluations and exercises on lessons learned in Rwanda.

51. On the issue of land-mines, one delegation asked for clarification of the role of UNICEF vis-à-vis that of the United Nations Department of Humanitarian Affairs (DHA), and another delegation recommended that UNICEF confine its role to advocacy. A speaker encouraged UNICEF to develop guidelines, analysis and evaluation of experiences for dealing with unaccompanied children. One delegation said that a clear policy on internally displaced persons was needed in the context of an overall framework agreed to by the DHA Inter-Agency Task Force. Delegations disagreed as to whether UNICEF had a comparative advantage and role to play in helping internally displaced persons.

52. A number of delegations stressed the importance of continued efforts by UNICEF to support DHA and to improve coordination and collaboration as called for by the General Assembly, and of UNICEF acting within an overall United Nations framework. One delegation said that UNICEF should take the lead in setting priorities. One speaker supported the expansion of existing agreements between agencies and with NGOs and countries so that responses were not delayed by such discussions during emergencies. Some speakers called for better coordination of air transport and communication systems, while others called for closer collaboration and better coordination with DHA, the Office of the United Nations High Commissioner for Refugees (UNHCR), WFP, WHO and United Nations Volunteers based on clearly defined roles. One delegation recommended that UNICEF and UNHCR complete a memorandum of understanding similar to one between WFP and UNHCR. One speaker urged closer collaboration between UNICEF and the International Committee of the Red Cross. While one delegation wanted the consolidated appeal process reinforced, another said that the process could delay the response.

53. Several delegations emphasized the importance of working with NGOs, particularly in implementing emergency activities. Other delegations urged qualified collaboration with NGOs, stressing the need to define criteria for

collaboration with external agencies, to select partners carefully and evaluate their performances, and to use local resources where possible.

54. The secretariat stressed that UNICEF was fully committed to coordination under DHA. UNICEF had participated in 21 consolidated appeals and had not launched any separate appeals. Progress was being made in ongoing discussions with UNHCR, WFP and WHO on defining the complementary role of each agency. UNICEF had urged DHA to assure common support services for emergency operations.

55. Many delegations emphasized the integration of relief, rehabilitation and development, referring to the "continuum" between the three phases. UNICEF should promote this approach within the United Nations and focus its own emergency assistance on activities that contributed to rehabilitation and provided a basis for and promoted development. One delegation wanted to see a link between humanitarian assistance and child rights. Another delegation asked when an emergency ended and development started. A speaker said that the need for emergency assistance would continue to increase and that the international community should plan accordingly. Several delegations expressed views on the continuum from relief to development, suggesting that UNICEF emphasize capacity-building, post-emergency activities, continuation of services and the re-establishment of normalcy and using emergencies as a springboard for development.

56. Several delegations addressed the question of "balance" in UNICEF programmes, both globally and in individual countries. One speaker said that there should be no cap on emergency expenditures because UNICEF should always respond to the needs of vulnerable groups. Another speaker saw a role for UNICEF in both emergency and development activities, but not one at the expense of the other. A third speaker recognized the importance of humanitarian assistance, but said that a balance was needed. Several delegations said that the relationship between emergency programmes and country programmes needed to be clarified. Some saw UNICEF primarily as a development organization. One speaker expressed concern about the diversion of resources from development and suggested that items should be classified as being either relief or development when appeals were formulated. The secretariat responded that such a clear-cut distinction would be hard to make because many activities (e.g., measles immunization, installation of water pumps, etc.) both meet relief needs and contribute to development. As for the proportion of UNICEF support to emergencies, while 28 per cent of total resources were allocated to emergencies in 1993, this figure had decreased somewhat in 1994.

57. Several delegations welcomed the proposed establishment by UNICEF of a rapid response team. One speaker said that members of the team must be well trained, particularly to conduct assessments. Another speaker recommended the system used by UNHCR. Other speakers, however, said that a rapid response team might not be the best approach and that it would be better to train personnel in advance in emergency-prone countries and avoid high staff turnover. One delegation underlined the need to support a combined United Nations team. Another delegation advised against building international capacity instead of using existing national capacities. A number of speakers called for pre-planning and predetermined arrangements for rapid response, the establishment of necessary human and material capacities, strengthening of the UNICEF Office of Emergency Programmes, and review and strengthening of capacities through training.

58. Several speakers welcomed the "service package approach" of establishing arrangements with other organizations or contractors to provide specific

services. However, some delegations stressed the importance of being flexible; taking account of needs on the ground in each situation; using resources from developing as well as developed countries and promoting South-South cooperation; and using local resources where available. The secretariat said that the approach would help UNICEF to be prepared in key areas, but would not be rigid nor dictate to field operations. UNICEF had taken the initiative in assigning security officers in the field and now had seven officers in different locations.

59. Several delegations raised issues related to funding, the use of the Emergency Programme Fund (EPF) and transparency in financial reporting. One speaker recommended better guidelines for EPF and the Central Emergency Revolving Fund (CERF). Another speaker asked if it was within the financial rules to use EPF to return funds to CERF. A delegation advised against using EPF for the secondment of staff to DHA, which diverted resources from development activities. A speaker asked for a clarification of the difference between EPF and country programme budgets, as well as allocations for man-made and natural disasters. A question was raised as to the sources of funds for emergency operations.

60. The secretariat replied that using EPF to reimburse CERF was within the UNICEF financial regulations and rules; this action was a last resort when funds were not forthcoming from donors for specific projects. If UNICEF had no other source of funds during the early stages of an emergency, the use of EPF was quite appropriate. In 1993, sources of emergency funding were supplementary funds (87 per cent), EPF (5 per cent) and country programme budgets (8 per cent). In the same year, only $2.5 million were diverted from country programmes, following consultation with the Governments concerned.

61. The Acting Executive Director summarized the results of the discussion as follows:

(a) UNICEF is committed to developing a mission statement and a strategy paper on emergency operations. The guidance of the Executive Board will accelerate this process;

(b) UNICEF is committed to continue strengthening its collaboration with DHA and with other United Nations agencies through efforts to develop memoranda of understanding;

(c) UNICEF will conduct further study and analysis of emergency expenditures to ensure financial accountability and transparency;

(d) UNICEF will take the steps necessary to strengthen its response capacity, guided by the organization's analysis and experience, Executive Board discussions and the recommendations of the management study;

(e) UNICEF will continue to explore issues related to the continuum from relief to development, both in the strategy paper and in its collaborative work with DHA, other United Nations agencies and NGOs. UNICEF will try to analyse the breakdown of expenditures in appeals with regard to relief, relief/development and development activities.

D. Improving the consideration and approval process of country programme recommendations

62. The Executive Board had before it an information note prepared by the secretariat (E/ICEF/1995/CRP.2). The Acting Deputy Executive Director, Programmes, said that while the Board had not specifically requested any report in decision 1994/R.2/8 (E/ICEF/1994/13), the secretariat had prepared the paper to facilitate dialogue and discussion. The paper summarized common points of concern about the present system for approving CPRs, discussed various options available under that system and made some suggestions.

63. One delegation said that it found the Board's present means of considering country programmes very unsatisfactory. The Board had overestimated its role in the process by asking for full information, but then "rubber stamping" the programmes. The Board should reconsider its role in light of recent reforms and the management review, which suggested shortening and improving the process. In the past, the Board had resorted to micromanagement because of a lack of transparency. Improving the process would be important for implementing the provisions of General Assembly resolution 47/199 of 22 December 1992 on the country strategy note.

64. The speaker announced that her delegation, as well as another, were circulating an informal draft proposal on a new procedure that would recognize the responsibility of the Executive Board as a governing body focusing on issues of policy and strategy. Under that procedure, the secretariat would present to the Board for information and comment introductory country notes, prepared in collaboration with field-level partners. The Executive Board would act as a governing body by considering the notes in light of UNICEF priorities and strategies. As a next step, UNICEF representatives would elaborate full country programmes, submitting them to the Board for approval on a "no objection" basis. These would be for full programmes on five-year rolling cycles. Monitoring and evaluation would be important, and the Board should be kept informed of results of mid-term reviews and major evaluations. The proposal would be in line with the management study recommendations that the country programming process be streamlined.

65. The secretariat replied that the management study contained some information that needed to be confirmed, including calculations of the time and cost involved in preparing country programme submissions. While there was a shorter format for preparing the programmes, many countries chose the longer process because of its participatory nature and opportunities for advocacy with Governments. A delegation asked that the secretariat advise the Board as to the specific inaccuracies in the study.

66. Many delegations commented on the process for approving country programmes in general and on the draft proposal in particular. Several of them agreed that the role of the Board as a governing body accountable for its decisions must be strengthened. Others called for more transparency and better information, including detailed financial analyses, so that the Board could give guidance as to strategy and priorities. Some speakers raised questions about the involvement of the Executive Board in the actual preparation of country programmes, saying that instead they should be fully informed of the programmes' contents. The secretariat could provide to interested countries any necessary information on the progress of specific programmes. While supporting the draft proposal, one delegation said that the Board would need a mechanism to approve the actual funding proposals.

67. It was suggested that field visits by representatives of Board member countries could be another means of providing information to the Board on country programmes. Another delegation suggested that the Board revert to its earlier practice of meeting in a field location once a year to give members contact with country programmes.

68. Concerning the procedure proposed in the draft text, one delegation said that it would be important to ensure that feedback from mid-term reviews and evaluations be included in the country note, which should summarize briefly what had been achieved and what elements of the programme worked.

69. A number of delegations stressed that the needs of recipient Governments must be the primary focus of country programmes. Preparation of the country programme was the prerogative of the recipient country, as was the decision to choose which field-level agencies and partners would participate in preparatory meetings and on what basis. One speaker said that any changes must not result in discontinuity of programme cooperation. It also was said that a shortened planning cycle, while necessary, must include all necessary elements of the process.

70. A delegation expressed appreciation for the secretariat's efforts to combine the administrative and programme support budgets of country offices with the programme budgets (see paragraph 14 above). However, it would be even more beneficial to know how different United Nations programmes related to a given country. In that context, the secretariat stressed the importance of harmonization of different agencies' programme cycles, a process that had been ongoing for several years. Another speaker said that it would be important to safeguard UNICEF country programmes as part of a coherent approach by the United Nations system. To ensure that coordination, such mechanisms as the country strategy note should be taken into account. One delegation raised the issue of the role of the United Nations resident coordinator in field-level coordination meetings.

71. One delegation suggested that CPRs be related to the multi-donor evaluation, as the Board already had requested. They should outline a framework for the country, based on its particular situation, and provide a basis for the strategic choices made by UNICEF.

72. A number of delegations expressed appreciation for the measures undertaken to date to improve the approval process. These included consolidation of different types of recommendations for the same country into one document and the devotion of a single Executive Board session to country programmes. It was suggested that the Board spread its consideration of programmes, by regions, across different sessions throughout the year.

73. One delegation raised a number of questions about criteria for establishment of a country programme, saying it was unclear how this was decided. For example, UNDP used different categories of countries than those cited in the State of the World's Children report. Although there seemed to be a traditional process for preparing country programmes, non-traditional programmes were needed in the case of countries with economies in transition. Traditional criteria could not be applied to those countries. The secretariat replied that UNICEF used three criteria to decide which countries qualified for assistance and what the level of assistance should be - a country's per capita gross national product, under-five mortality rate and child population. In addition, the Executive Board had approved emergency interventions for countries that were not eligible for normal country programmes.

74. See decision 1995/8 for the text of the decision adopted by the Executive Board.

E. Conference facilities at the premises of UNICEF headquarters

75. The Board had before it a report (E/ICEF/1995/AB/L.2) that was introduced by the Deputy Executive Director, Operations. She informed the Executive Board that UNICEF had been notified by the Government of Sweden, on behalf of the Nordic countries, that they would provide $1.2 million to cover the installation costs of conference facilities at the premises of UNICEF headquarters, in accordance with the budget estimate presented in the report.

76. The representative of Sweden reiterated the offer of the Nordic countries to finance the installation costs of a new facility. As the issue of funding had been resolved, it should be possible for the Board to take a decision quickly on the construction of the new conference room. If the Board so decided, it might be appropriate to honour the late Executive Director, James P. Grant, by naming the new board room after him.

77. An observer delegation, supported by a number of members and observers, said that the Board's decision on conference facilities should be consistent with its overall policies to guide UNICEF actions and, thus, should not duplicate existing options, should provide for and encourage transparency, and should reflect budgetary constraints and priorities. The arrangements proposed in the report did not provide adequate space for participation by observers and would duplicate existing facilities at United Nations Headquarters. The Economic and Social Council Chamber could be modified for use by the Executive Board at a much lower cost. The $1.2 million required for the new facility could be better used in UNICEF programmes.

78. One delegation drew the attention of the Board to General Assembly resolution 48/162 of 20 December 1993, which was the basis for reform of governance of UNICEF and other programmes and funds. In the resolution, the General Assembly had reached a political consensus on the establishment of conference facilities at UNICEF headquarters. The Board should not act contrary to a political consensus package reached by the Assembly because there was a danger that the entire package would unravel.

79. A number of delegations suggested that the Board defer a decision on the subject. Some speakers said that the Economic and Social Council Chamber could be used until a final decision was taken. One speaker said that insufficient information had been provided by the secretariat, particularly regarding the present costs of using the Economic and Social Council Chamber, whether other facilities were really necessary at present, where the UNDP Executive Board planned to hold its meetings and what share of the costs of the facility would be borne by UNDP. There must be assurances that the current status of the working languages would be preserved and that observers would be able to participate usefully in the work of the Board. There were questions as to the operating costs of proposed conference facilities.

80. The secretariat replied that UNICEF did not pay to use the Chamber, nor would UNICEF pay for services, including interpretation in all official languages, provided by the Office of Conference Services at UNICEF House. The operating costs of the new facility would be approximately $10,000 higher than at present. Most of these costs already were included in the administrative and programme support budget, but necessary staffing changes would cost an

additional $10,000 per year. Operating costs would include the rent paid for UNICEF House and the $10,000 required to upgrade one post. It might be possible to add an additional 10-20 seats for observers to the design proposed in the report. UNICEF House has a cafeteria that could be used by delegations during Board sessions.

81. One delegation said that it was important that UNICEF develop its own conference facilities. The Labouisse Hall at UNICEF House would be suitable for regular sessions and would provide adequate space for observers and others. Other facilities could be used for the annual sessions. It was suggested by another speaker that a conference room be constructed in the Labouisse Hall, to fulfil the political decision taken in General Assembly resolution 48/162, without discounting the possibility of continuing to hold the annual or regular sessions at United Nations Headquarters when broad participation made it impossible to hold sessions at UNICEF House.

82. There was a great deal of discussion about the implications of General Assembly resolution 48/162. Some speakers said that the resolution clearly stated that conference facilities should be developed at UNICEF headquarters premises. Other speakers stated that the spirit of the resolution, and the negotiations leading to its adoption, stressed the need for transparency and participation by all interested delegations in Executive Board sessions. Another delegation said that the Board's revised rules of procedure made clear the fundamental importance of participation by observers, which would not be guaranteed by the proposal for use of the Labouisse Hall.

83. A speaker stated that the issue was not one of diverting resources from programmes for children, as the Nordic countries were prepared to make a specific-purpose contribution. His Government's contributions to UNICEF had demonstrated its commitment to children. The discussion of the issue should focus on whether the new proposed conference facilities for UNICEF would facilitate and encourage real dialogue. A new board room would make possible more direct communication within the Board and between the Board and the secretariat, helping indirectly to improve the overall work of the organization.

84. Many speakers expressed appreciation for the offer made by the Nordic countries and for their support to UNICEF in general. One delegation said that despite the offer, other questions remained. It was very clear that the present direction of the discussions was against using facilities outside of United Nations Headquarters and in favour of using the Economic and Social Council Chamber. More information was needed on conversion of the Chamber for use by the Executive Board, including whether the room would have to be closed before and after sessions because of the building work involved, the costs of constructing a portable podium and whether UNDP and UNFPA would be willing to share those costs. The secretariat replied that the room would have to be closed for 48 hours prior to and following each session. However, because the Chamber was not used as much as in the past, it might be possible to leave the new configuration for use by other bodies. If UNDP and UNFPA decided to choose this option, the secretariat would obtain more detailed information on additional costs and cost-sharing.

85. The Executive Board agreed to defer consideration of the item to a later date (see decision 1995/3 for the text of the decision).

F. Mechanisms for the review and implementation of future recommendations of the UNICEF/WHO Joint Committee on Health Policy and the UNESCO/UNICEF Joint Committee on Education

86. The Executive Board had before it a report prepared by the secretariat on suggested mechanisms for the review and implementation of future recommendations of the UNICEF/WHO JCHP and the UNESCO/UNICEF JCE, (E/ICEF/1995/L.1), which was introduced by the Acting Deputy Executive Director, Programmes.

87. Several delegations found the report's recommendations to be very helpful and useful, although they did not address the issue of the status of recommendations emanating from JCHP. That question would have to be addressed at a later stage. The secretariat replied that because JCHP is a forum in which Board members themselves participate, one of the recommendations was intended to address that very issue. If it were approved, the President of the Executive Board, an ex officio member of JCHP, would report to the Board on JCHP recommendations and their implications. Recommendations would come from the members of JCHP, who were members of the Board, before the recommendations would be presented to the full Board for review.

88. Other speakers said that previously the secretariat had presented a draft decision to the Board asking the Board to endorse the recommendations of the two joint committees. The Board was happy to receive recommendations from the committees, but it should not endorse them. Another speaker agreed, saying that as long as the recommendations of the joint committees remained as such for the consideration of the Executive Board, then the recommendations in the present report were acceptable.

89. One speaker asked if the Board could have a report on the recent JCHP session in Geneva, which had taken place immediately prior to the current session. She understood that UNICEF had withdrawn the health strategy paper from the meeting's agenda because it did not want JCHP to discuss the report. In doing so, UNICEF had lost the opportunity to carry out the necessary consultations with WHO and JCHP. She further stressed the need to start the consultations as soon as possible and that it was absolutely vital to coordinate health strategy for it to be successful. The secretariat replied that a special adviser to the Executive Director had headed the UNICEF delegation to the JCHP meeting, but he had not yet returned to New York. The secretariat further explained that it was, however, not the normal practice of JCHP to review draft reports before their consideration by either the UNICEF or WHO Executive Boards.

90. Several delegations said that at the Executive Board's third regular session of 1994, the Deputy Executive Director, Programmes, had stated that JCHP would be consulted about the revised health strategy report. The secretariat replied that UNICEF was consulting with the WHO secretariat on the draft and that members of JCHP would be asked to comment on the paper in their personal capacity, not as an official body, and that their comments, if any, would be shared with the Executive Board.

91. See decision 1995/4 for the text of the decision adopted by the Executive Board.

G. Annual reports to the Economic and Social Council

92. The Secretary of the Executive Board introduced a report on preparation of annual reports for the Economic and Social Council by the Executive Boards of UNDP, UNFPA, UNICEF and WFP (E/ICEF/1995/CRP.4). He asked for the views of delegations on the proposals, including the general format for the annual reports and on the suggestion that each Executive Board consider the report at its annual session.

93. A delegation expressed support for the proposals contained in the report. Another speaker, however, said that the proposals gave the Executive Board a passive, rather than active role in the process. In addition to submitting its report to the Economic and Social Council, UNICEF should submit items for discussion by the Council in its coordination segment. The Secretary replied that both the UNICEF Executive Board and secretariat would be active in this process and that their input to the coordination segment could be included in the report.

94. See decision 1995/5 for the text of the decision adopted by the Executive Board.

H. Identification of a location for a regional presence in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

95. The Executive Board had before it two reports prepared by the secretariat (E/ICEF/1995/CRP.3 and E/ICEF/1995/CRP.9), which were introduced by the Deputy Executive Director, Operations. She said that document E/ICEF/1995/CRP.9 was a working document that still lacked information, but the secretariat wanted to share it with delegations. The reports contained information on the search by UNICEF for a site for the new regional office and the various offers received by the secretariat.

96. The regional director described some of the difficulties of the current temporary location in New York. It was imperative that a site be selected quickly. He described the functions of a regional office, which included the provision of expertise and staff, supervision and evaluation. The situation was especially critical in this region because most country offices were headed by junior staff and because of the many emergencies in the region.

97. It was suggested by several delegations that the decision to establish the new regional office be postponed until the Executive Board had discussed the management study recommendations on the number, role and functions of all regional offices.

98. Several delegations asked about the mandate for the secretariat's decision to change the composition of the region, by adding Afghanistan and Turkey, from that authorized by the Executive Board in decision 1994/R.2/9 (E/ICEF/1994/13), which referred to Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States. Questions also were raised as to why the countries of the former Yugoslavia were not included in the region. Delegations asked how the region as defined by UNICEF was similar to the regional groupings of the overall United Nations system. The secretariat said that the decision to change the composition of the region was the prerogative of the Executive Director, based on cost-effectiveness and the effect on children, and that the countries of the former Yugoslavia were included in the region.

99. The importance of locating the office within the region was stressed by a number of speakers, as this would be an important political signal of support for the region.

100. Representatives of Austria and Romania, which had offered sites to host the office (Vienna, Austria and Bucharest, Romania) spoke about the merits of their offers. Several speakers said that there were errors and inconsistencies in the documentation provided by the secretariat. These included the indicated travel times from the capitals to the region, the amount of office space being offered, related operating costs and the dates when the office space would be available for occupancy. It was suggested that additional criteria be used, including the presence of an NGO community, United Nations organizations and journalists, the need for cooperation with economies in transition and the existence of a UNICEF programme in the selected country.

101. A number of speakers supported the selection of Istanbul as the location for the regional office, saying that it met the necessary criteria as established by the secretariat. These delegations stressed that the secretariat must make this decision and that the Board should avoid micromanagement. Other delegations, however, said that Istanbul was unacceptable because it was not part of the region as mandated by the Executive Board. One speaker asked why Istanbul was being considered when there already was a UNICEF office in Ankara, Turkey's capital. Support also was expressed by countries in the region for Bucharest and Warsaw.

102. Referring to a request made in decision 1994/R.2/9, several speakers enquired about the types of innovative programming the secretariat would undertake in the region. It was said that because this region faces unique problems, traditional approaches were not appropriate. Questions were raised as to the different types of assistance that would be provided to qualifying and non-qualifying countries. Some delegations asked that the exact role and functions of the office be defined before a decision was made as to the location. Other speakers asked about cooperation with other United Nations agencies, as well as the locations of UNICEF and other agencies' offices. Speakers stressed the importance of a unified United Nations presence in the region, referring to General Assembly resolutions on the subject. Other speakers asked about the role of the Geneva Office, as requested in decision 1994/R.2/9, and one delegation said that the office should be based there.

103. As suggested by a number of delegations, it was agreed that the secretariat would prepare updated information, taking into account the comments made during the debate. Informal consultations would be scheduled to continue discussions on the issue.

I. Coordination of UNICEF activities concerning HIV/AIDS

104. The Executive Board had before it a report prepared by the secretariat on UNICEF participation in the United Nations joint and co-sponsored programme on acquired immune deficiency syndrome (AIDS) (E/ICEF/1995/7), which was introduced by the Acting Executive Director. He said that since the Board's last session, the transition team had continued its work, the Government of France had hosted the first AIDS Summit, with support from WHO and the other five partners in the joint and co-sponsored programme, and the new director of the joint programme, Dr. Peter Piot, had been appointed by the Secretary-General. He said that it would be best if the international structure being created were adapted to the diverse challenges at the country level. He congratulated the Government of

France on the Paris Summit and welcomed the resolution of the 42 participating countries, particularly concerning community mobilization, including people with HIV/AIDS, women's groups, national NGOs and Governments. UNICEF would work within the new United Nations programme to ensure that it carefully considers the Paris Summit statement in deciding its priorities.

105. Several speakers stressed the importance of UNICEF coordinating its AIDS-related activities with those of other agencies, including at the country level. Speakers also said that UNICEF must fully support the joint and co-sponsored programme and its director, beginning with its preparatory process. One delegation said that its approach, methods and types of partners made UNICEF ideally suited to integrating AIDS-related activities into other programmes. Another delegation added that the document did not provide enough information about how the new programme would be linked to UNICEF country programmes and whether UNICEF expected any problems in that regard.

106. One delegation said that the report only indicated the stage of preparation as of mid-December 1994 and did not examine questions of substance. Last week the director of the joint and co-sponsored programme had presented a draft of the report from the Committee of Co-sponsoring Organizations (CCO) to the Economic and Social Council. The CCO report examined the principles and the substance of the joint programme, as well as questions of co-sponsorship, governance, management, resource mobilization and the budget outline for 1996-1997. The Board, therefore, had hoped to receive an oral report on UNICEF participation in preparation of the draft CCO report. A more substantive progress report would be expected at the next session of the Executive Board.

107. Speaking on behalf of a group of countries, one delegation expressed support for the United Nations programme to combat AIDS, which was progressing satisfactorily. The programme should take into account the results of such relevant meetings as the Paris Summit. Another speaker said that UNICEF and other co-sponsors should identify as quickly as possible the resources that they would contribute to the programme and the mechanisms they would use for implementation. A delegation asked why the secretariat's report did not address the issue of fund-raising.

108. A speaker asked the secretariat to comment on the draft report being submitted to the Economic and Social Council and to suggest how it might affect UNICEF activities and how UNICEF would approach the joint and co-sponsored programme. In many ways, the programme was a litmus test of the capacity of agencies of the United Nations system to collaborate in new ways to respond effectively to one of the great challenges facing humanity. This response also might, in turn, give new impetus to the credibility and the efficacy of the work of the United Nations.

109. The secretariat replied that there should be no doubt that UNICEF was committed to a collaborative, active approach to the joint and co-sponsored programme. The secretariat would be happy to provide an updated report at the Board's next session, but given the time constraints of preparing documents, members might prefer to hear oral updates. As to the question of what new financial resources UNICEF would require and how the organization would raise them, because UNICEF did not expect to be involved in research but at the country level, the necessary resources would be raised and committed through country programmes. Regarding coordination with other agencies, UNICEF was continuing to participate in the "technical support group process", a multi-agency process that addressed sexual and reproductive health, youth health and development, school-based initiatives and families coping with the AIDS

crisis, as well as with mass communication and mobilization. Each of these groups functioned on an interregional and multi-agency basis to try to facilitate the exchange of information and harmonize approaches. UNICEF was reviewing with the new director current programming within the new joint and co-sponsored programme and had participated in the development of the CCO report. UNICEF had seconded two full-time staff members to the transition team and would be responding to a request by the director for some longer-term staff secondment.

110. Concerning the draft report to the Economic and Social Council, the Acting Executive Director had written to the director of the joint and co-sponsored programme. He had said that of particular note was the section on developing some clear objectives and goals for the programme, which UNICEF had emphasized in the past as a necessary precondition for improved collaboration between the agencies. At the global level, a consolidated appeal would be undertaken to avoid competition in fund-raising activities. Some parts of the report needed further clarification, particularly with regard to support at the country level. UNICEF believed that the resident coordinator system should provide the necessary coordination and that there should be further reinforcement of the flow of resources directly to countries through existing channels, as opposed to a mechanism that might pool resources globally and then reallocate them to countries.

111. A speaker announced that his delegation was circulating an informal draft decision by which the Executive Board would invite UNICEF to include in its programmes and regular activities, and within the framework of the joint and co-sponsored programme, those of the seven priority initiatives defined at the Paris Summit which fell under its mandate and comparative advantage. After delegations had discussed the text in formal and informal meetings, the Board deferred the subject to a later session.

J. 1995 UNICEF Maurice Pate Award

112. The Executive Board had before it a recommendation of the Executive Director (E/ICEF/1995/3). The Acting President said that the Bureau had reviewed a list of 14 nominees at two meetings held on 30 September and 4 October 1994. The Bureau had asked the Executive Director to prepare a short list of nominees. After careful review, the Bureau had endorsed the Executive Director's recommendation that the 1995 UNICEF Maurice Pate Award be presented to Professor Ihsan Dogramaci of Turkey.

113. Following the Board's decision to endorse the Executive Director's recommendation (see decision 1995/2), the representative of Turkey said that his country was honoured to have one of its most distinguished citizens recognized by the award.

K. Closing remarks

114. The Acting Executive Director said that the most important accomplishments of the session were the beginning of a solid process for implementing management reform, drawing on the management study, and the wide-ranging discussion on emergency operations. In working in those areas, it was important to continue to support and strengthen country programmes in more than 130 developing countries. He urged delegations to work for a successful outcome to the upcoming World Summit for Social Development, specifically with regard to

commitments regarding financing and new initiatives on debt, trade, military spending, income and employment. (See E/ICEF/1995/CRP.11/Rev.1 for the full text of his remarks.)

115. The President summarized the various decisions taken by the Executive Board during the session and looked forward to productive consultations between delegations and with the secretariat on implementation of the management review and other important projects. (See E/ICEF/1995/CRP.12 for the full text of his remarks.)

III. DECISIONS ADOPTED

1995/1. Election of Executive Board representatives to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education for the biennium 1995-1996

The Executive Board

1. Decides to elect the following members and alternates to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education for the 1995-1996 biennium:

(a) From the African group of States, Madame Esi Sutherland Addy and as alternate, Mr. John Kusi-Achampong (Ghana);

(b) From the Asian group of States, Dr. Akhtar Hasan Khan and as alternate, Mr. Munir Ahmad (Pakistan);

(c) From the Central and Eastern European group of States, H.E. Mr. Liviu Major and as alternate, Mr. Sorin Ionesco (Romania);

(d) From the Western European and Others group of States, Mr. Ingmar Gustafsson and as alternate, Mr. Lars-Olof Edstrom;

2. Agrees that the Latin American and Caribbean group of States will advise the Executive Board of its nominees at a later date. 1/

First regular session
2 February 1995

1995/2. 1995 UNICEF Maurice Pate Award

The Executive Board

1. Decides to present the 1995 UNICEF Maurice Pate Award to Professor Ihsan Dogramaci of Turkey;

2. Approves the allocation of $25,000 from general resources for that purpose.

First regular session
2 February 1995

1/ The Board subsequently decided on 6 February to defer the election of the member and alternate of the Latin American and Caribbean group of States to the second regular Board session of 1995 to be held from 20 to 23 March.

1995/3. Conference facilities at the premises of UNICEF headquarters

The Executive Board

1. Takes note of the report on "Conference facilities at the premises of UNICEF headquarters" (E/ICEF/1995/AB/L.2);

2. Decides to take a decision on the subject at a later date.

First regular session
3 February 1995

1995/4. Mechanisms for the review and implementation of future recommendations of the UNICEF/World Health Organization Joint Committee on Health Policy and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education

The Executive Board

Decides that, in order to involve the Executive Board more actively in the work of the joint committees:

(a) The draft agendas of the two joint committees be submitted to the UNICEF Executive Board representatives on the committees for their comments and approval;

(b) Consultations be institutionalized between the UNICEF secretariat and the UNICEF Executive Board representatives on the joint committees regarding the agenda, the issues and the desired outcome;

(c) The President of the Executive Board present the report of the relevant joint committee to the Executive Board, outlining the issues raised, the recommendations made and their context, and the future implications of the recommendations.

First regular session
2 February 1995

1995/5. Annual reports to the Economic and Social Council

The Executive Board,

Taking into account paragraph 29 of the annex to General Assembly resolution 48/162 of 20 December 1993, paragraph 7 of Economic and Social Council resolution 1994/33 of 28 July 1994 and Economic and Social Council decision 1994/293 of 28 July 1994 relating to the annual reports to the Economic and Social Council,

Noting that the secretariats of the Executive Boards of UNICEF, the United Nations Development Programme and the United Nations Population Fund, as well as the secretariat of the World Food Programme (WFP) (WFP will establish an Executive Board later in accordance with resolution 48/162), discussed on 1 November 1994 ways to meet the requirements of the resolutions of the General

Assembly and the Economic and Social Council and agreed to proceed on a common understanding on the format and content,

Decides the following on the format and content of annual reports of the Executive Board to the Economic and Social Council:

(a) One part of the annual report of the executive head of UNICEF to his/her Executive Board will also be the report to the Economic and Social Council. As a result, this part of the annual report will carry both an Executive Board document symbol and an Economic and Social Council document symbol;

(b) It will contain the sections requested by the Economic and Social Council:

(i) A section outlining measures taken in the implementation of the provisions of the triennial policy review of operational activities;

(ii) A section on the activities and measures undertaken within the designated theme(s) for the high-level meeting of the operational activities segment (in 1995, the implementation of the programme of action adopted by the International Conference on Population and Development is designated as a principal theme; other themes, including the outcome of the World Summit on Social Development, could be considered);

(c) The general format of these two sections of the report, which will have a common structure, will be discussed with the Bureau of the Executive Board;

(d) The Executive Board will, at its annual session, consider these sections as distinct agenda items;

(e) The Executive Board's comments and recommendations relating to these sections will be submitted to the Economic and Social Council as a clearly identifiable part of the report on the annual session of the Board;

(f) The reports on the sessions of the Executive Board since July 1994 (covering three regular sessions and the annual session of 1995) will be submitted to the Economic and Social Council at its substantive session of 1995 following the same procedure as in 1994;

(g) A section summarizing the relevant recommendations of the Executive Board will be included in the annual report of the Secretary-General to the operational activities segment of the Economic and Social Council (para. 5 (a) of Council resolution 1994/33);

(h) A short analytical overview of reports on the work of the funds and programmes, highlighting common themes, trends and problems, will also be included in the annual report of the Secretary-General to the operational activities segment of the Economic and Social Council (para. 5 (e) of Council resolution 1994/33);

(i) The secretariat of the Executive Board may provide valuable input to the two chapters of the annual report of the Secretary-General to the operational activities segment of the Economic and Social Council mentioned in paragraphs 5 (g) and (h) above.

First regular session
2 February 1995

1995/6. Administrative and programme support budget for the period 1996-1997 in the context of implementation of the management review of UNICEF

The Executive Board

1. Decides to postpone the preparation of the administrative and programme support budget and the global funds budgets for the biennium 1996-1997 pending its decision on implementation of the management review of UNICEF;

2. Agrees that the administrative and programme support budget and the global funds budgets for the period 1994-1995 will serve as baseline budgets for 1996-1997 and that there will be no addition or upgrading of net additional core posts except in connection with the new regional office for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, whose proposed budget will be considered by the Board later in 1995, taking into account the comments made during its first regular session of 1995, including those made by delegations;

3. Further agrees that these baseline budgets will be submitted to the Advisory Committee on Administrative and Budgetary Questions and, together with the report of the Advisory Committee, will be considered by the Board at its 1995 annual session;

4. Decides to consider, as necessary, budget revisions submitted by the secretariat during the remainder of 1995 and in 1996 and 1997.

First regular session
6 February 1995

1995/7. UNICEF management review

The Executive Board

1. Welcomes the UNICEF management study report for its recognition of UNICEF's achievements and strengths and its identification of areas where UNICEF can achieve improved performance through increased efficiency and effectiveness;

2. Expresses appreciation to the consultants who undertook the study for their thorough and balanced review of UNICEF;

3. Calls upon the secretariat:

(a) To establish an internal process of management reform in UNICEF, including the designation of a task force to deal with the report and development of a plan of action;

(b) To ensure the full and active involvement of UNICEF staff in the work of the task force;

(c) To consider the experience of the UNICEF National Committees as an input to the work of the task force;

4. Looks forward to maintaining close contact with the secretariat in formulating the plan of action to deal with issues included in the report;

5. Calls for regular informal briefings of all interested parties by the secretariat between Board meetings on progress with implementing change, and encourages the secretariat to seek guidance of the Board when necessary;

6. Decides to establish an informal inter-sessional consultation of interested parties to facilitate discussion and decision-making by the Board on the report, to meet as required;

7. Requests the secretariat, as an initial step, to provide the following information for the second regular session of the Executive Board:

(a) An initial response to the recommendations of the management review, including reference to any disagreements over matters of fact, for the consideration of the Board;

(b) Advice on recommended priorities for action within the following categories:

(i) Implementation is possible soon and requires no Board action;

(ii) Implementation requires further analysis and consultation;

(iii) Board approval required (especially for structural, financial and staffing aspects);

(c) Outline of broad priority areas for implementation and the estimated monthly timetable for their consideration and action;

(d) Initial advice on the implications of the review for the mandate and mission of UNICEF;

8. Encourages the secretariat, in its follow-up to the review, to take into consideration the recommendations of the multi-donor evaluation, as well as reform measures, both planned and under implementation, elsewhere in the United Nations system;

9. Requests the secretariat to submit the following matters to the Executive Board for its consideration:

(a) Draft overall mission statement for UNICEF, as well as the draft mission statement on emergency operations;

(b) Draft terms of reference for any further consultancy study relating to the management review;

(c) Submissions to the Board on any additional funding requirements arising from the study.

First regular session
6 February 1995

1995/8. Consideration and approval process of country programme recommendations

The Executive Board

1. Reaffirms that the recipient Government has the primary responsibility for the formulation of its country programme, as well as for the coordination of all types of external assistance, in order to effectively integrate the assistance into its development process;

2. Stresses the importance it attaches to the mechanisms for coordination at the field level established in General Assembly resolution 47/199 of 22 December 1992;

3. Stresses that the country programmes should be based on a realistic estimate of income from general resources and supplementary funds;

4. Decides that the secretariat, in consultation with recipient Governments, informs the Board at an early stage of its preliminary ideas regarding the mix and weight given to programme strategies and priorities, and including a brief description of other activities within each sector explaining how UNICEF's proposals fit in with these, to be used as a basis for further discussions in the recipient country. This would be done by submitting a brief country note (approximately 3-4 pages) to the Board for its comments, which will include specific reference to results achieved and lessons learned;

5. Calls upon the UNICEF country representative, in consultation with the recipient country and the United Nations resident coordinator, to take the necessary steps to organize, at an early stage, periodic meetings to exchange views with relevant partners on the status of UNICEF country programmes to avoid duplication and strengthen mutual support;

6. Requests the secretariat to submit to the Board a summary of the final country programme document for approval. This document should not exceed 15 pages and present in a systematic way strategy, inputs and outputs. Board approval is given on a no-objection basis. If any Board member wishes that a particular country programme be brought before the Board for discussion, it must inform the secretariat before the meeting in writing;

7. Requests the secretariat to submit to the Board a summary of the outcome of mid-term reviews and major evaluation reports, specifying, inter alia, the results achieved, lessons learned and the need for any adjustment in the country note. The Board comments on these reports and provides guidance to the secretariat, if necessary;

8. Decides that these arrangements should first take effect in 1996 and will be reviewed in 1998.

First regular session
6 February 1995